

VOLUNTEERISM

I. Problem Statement

How can the City of Rochester productively identify and manage the vast array of talented individuals who could and will assist in strengthening our community?

In an era of growing needs and declining revenues, the City of Rochester seeks to expand, enhance, and leverage its impact through its resources. One of the community's greatest resources is its pool of potential volunteers, who in the past have not always been productively identified or deployed by the City.

Effective recruitment and management of volunteers offers a significant potential for magnifying the City's impact and at the same time increase inclusion, civic engagement and broad "ownership" of public needs and programs.

II. Goals and Objectives

A. Goals

To strengthen our community through increasingly effective volunteerism and community engagement programs.

- To help retain population by using volunteerism and community engagement to increase people's sense of investment in and commitment to the community.
- To help both the City and participating nonprofit enterprises increase their ability to meet community needs by making productively available voluntary human resources.

B. Objectives

1. Create a mechanism and supporting structure that will enable the City, on a sustainable basis, to recruit and productively engage volunteers for:
 - Charter based commissions and boards
 - Community-wide projects
 - Advisory Councils to the Mayor and senior City managers
2. Build the capacity for governmental entities to effectively utilize volunteers - - both to provide services and to improve operations.
3. Help community-based nonprofit agencies to strengthen their performance in managing volunteers as well as improving the achievement of their mission and enhancement of their bottom lines.

C. Implementation Factors

- City will collaborate with existing initiatives and agencies.
- City will build on the efforts of existing programs and organizations – providing incremental support to those efforts.
- City will create partnerships.

- Include the County of Monroe, particularly in the human services areas.
- City will be inclusive in its efforts.
- City will take the appropriate steps to assure that collective bargaining agreements will not be a barrier to utilizing volunteers to strengthen the community and its quality of life.

III. Proposed Plan: Mayor's Initiative for Volunteerism and Community Engagement

A. Summary

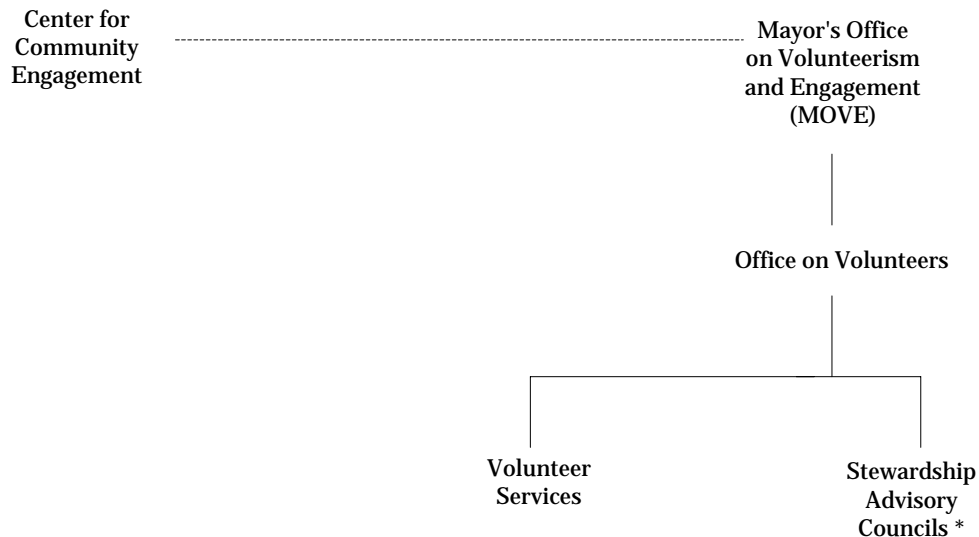
Simultaneously, create both the Mayor's Office on Volunteerism and Engagement (MOVE) and the Center for Community Engagement.

The Office will report to the Chief of Staff.

The Office will be a joint public/private effort, involving the City, an academic institution and a consortium of local foundations. The overall effort should have a visible presence in the City, with its office located in the center City area.

The head of the Office will have a joint appointment in both the Center for Community Engagement and MOVE. This person will be employed by the Center, with the Center contributing the person as a dollar a year volunteer to the City as the head of MOVE. Selection of the person will be a joint City/Center decision.

B. Organization Structure: Mayor's Initiative for Volunteerism and Community Engagement



* See Impact Rochester (pgs 1, 4 (Crime Commission), and 16 (Economic Development Impact Team) and cover letter).

The Center will be housed in the partner academic organization. The head of the Center will be an employee of the academic organization. A condition of employment as head of the Center will be that he or she is also simultaneously head of MOVE.

C. Implementation Guidelines

1. Center for Community Engagement/MOVE

Joint appointment - - director of the Center also director of MOVE.

The director is an employee of the Center...but also, as noted below, accountable to the Chief of Staff.

- The Center is housed in the academic partner organization that is expected to provide:
 - Center City Physical space and infrastructure
 - Fundraising capacity with respect to grants and contracts*
 - Operational flexibility for the pursuit of both funding and the implementation of community-based projects
 - Provide the City with a means for supporting nonprofit enterprises
- MOVE will be responsible for:
 - Identifying and vetting candidates for Mayoral appointments to Voluntary boards and commissions, including advisory boards
- The Center and MOVE will be jointly responsible for implementation of special projects, acting as a catalyst/general contractor, enabling others to become involved; e.g., Spring Clean Up – work with local colleges and universities, and appropriate City agencies to implement Spring Clean Up project; Anti-Lead Awareness Campaign – work with the Health Department and the Ad Council to promote lead paint awareness.

2. Office on Volunteers

The Office will be the home for two groups of efforts:

- Volunteer Services
 - MOVE will be expected to take the lead in promoting grassroots and community/neighborhood based volunteer efforts. MOVE will start by building on current efforts, encouraging their development. Examples of initiatives that MOVE might support/help expand include: Neighbors Building Neighborhoods, Take Back the Night and Anti-Violence Demonstrations.
- Stewardship Advisory Councils

The head of the Office, will be a City employee and will report to the director of MOVE/Center for Community Engagement.

* See Impact Rochester page 6.

The Office of Volunteers will outsource to existing community volunteer recruitment and deployment efforts. It will be a facilitating and coordinating effort, not an operating agency. The Office's primary focus will be on volunteers interested in supporting City efforts.

However, with respect to recruitment of volunteers, Volunteer Services will assume a primary accountability for establishing a Young Leadership Division, aimed at 30 and 40 year olds and on tapping (in collaboration with Lifespan) the growing pool of retiree resources.

Volunteer matches will be pursued as partnership and collaborative efforts, involving the United Way, RochesterCares and others, particularly the County in the human services area.

Volunteer matches will initially focus on:

- Education; and
- Human Services

Both of these will be incremental initiatives, coordinated with and supporting anything else currently underway. These efforts will also be supportive of – not competitive with – the work of existing agencies, particularly grass root community enterprises.

The education component will focus on the City School District and will require that the District establish an Office on Volunteers.

Priority First Steps:

- Inventory existing volunteers
- Organize colleges and university students to work with the City for the Spring Clean Up*

3. Stewardship Advisory Councils**

Advisory Councils to the Mayor and his senior staff. These Advisory Councils would serve a dual purpose, providing the Mayor and his senior staff with both:

- Access to a senior level problem solving and resource network, and
- A sounding board for testing whether stated goals and objectives are being met and if not, guidance as to what kind of corrective actions might be considered.

* See Impact Rochester page 25.

** Per Transition Team Staff, The Mayor has the authority to create and appoint membership of the Stewardship Councils by his own hand.

At the outset, three Stewardship Advisory Councils should be established:

Public Safety
Economic and Community Development
City Operations

Examples of the caliber of people who should be asked to serve as volunteer chairs of these advisory councils include:

Public Safety – J. Klofus
Economic and Community Development – D. Klein/C. Plosser
City Operations – Efrain Rivera/Colleen Wegman

Each Council should also have at least one member with successful, local community leadership experience.

The Councils should meet 4 to 6 times per year. All meetings should be agenda driven. All Councils should be staffed by MOVE personnel. Membership of the Councils should be limited to 7 members, plus the chair. Each member, after the initial council is established, should have a 3-year, non-renewable term.

- After a year off, individuals should be eligible for reappointment.

4. Center for Community Engagement

Our community faces a widely acknowledged challenge: How to do more with less, where doing more means sustaining and even enhancing the quality of our community life; doing so with less means facing the inevitable constraints on available public and private resources.

Traditionally, we have looked to our community institutions, large and small, to solve this problem, but nonprofit organizations are themselves confronting the same challenge: How to achieve better outcomes in the face of greater need with less funding.

While there is no quick and simple answer, there is a clear two-prong way to attack this problem:

- (1) Strengthen the capacity and capabilities of our community's nonprofit agencies by providing the necessary tools and assistance to their boards and managements;
- (2) Create a mechanism for implementing broad-based, community-wide initiatives that marshal and deploy all available civic resources.

Programs

The Center will offer a comprehensive array of programs built solidly on two principles: First, provide what has been proven to work, in the business sector (e.g., *Rapid Cycle*) as well as the nonprofit sector (the

Board Leadership Seminar); second, do so with or through program partners that have demonstrated their own competence.

Strengthening Missions and Bottom Lines:

Governance

- Board Chair Seminar Series (begun 2003)
- Board Leader and Committee Chair Workshops (begun 2005)
- Board Development Consulting (begun 2003)
- Board Leadership Network (scheduled for 2006)

Strategic Management

- Rapid Cycle – Business Process Improvement (begun 2003 in partnership with Greater Rochester Quality Council, an affiliate of RBA)
- Social Entrepreneurship – Business Planning for Nonprofits
- Collaboration and Consolidation – Consulting and Facilitation

Professional Training and Development

- Professional Development Institute – Course work and certification
- Professional Development Consulting

Implementing Community Initiatives:

Even in the face of scarce resources, our community is not tapping all the resources it has. Whether in response to a community report calling for 10,000 volunteers for Rochester schools, an annual Spring Clean Up, an editorial recommending a task force of retired community leaders to find solutions to our most critical problems, or other special projects, the Center can act as a catalyst in implementing initiatives that put every possible civic resource to work.

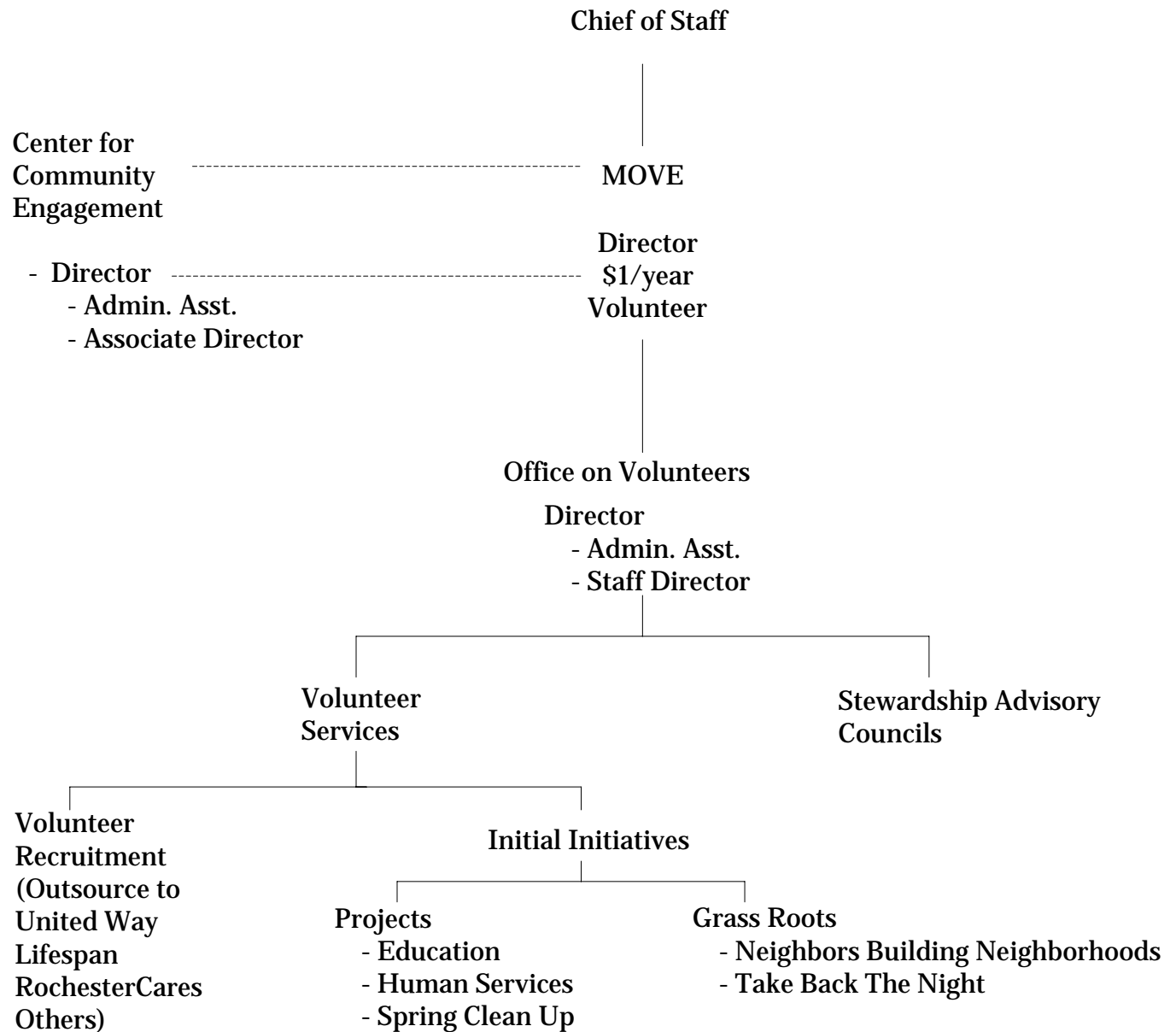
Structure and Governance

This collaborative approach to programming will enable the Center to be lean, thereby modeling the very behavior its aim is to encourage in nonprofits. A small advisory board, its membership drawn from the community, oversees the work of a very small staff, which is housed in the host academic partner organization.

Resources and Funding

The host partner provides in kind administrative support; meeting space may be provided by any of the partners. The business plan calls for most programs to generate revenue that makes them self-sustaining. Start up funding will come from organizations that have a vested interest in more efficient community organizations. The promise to them and to the community is demonstrable savings and increased productivity as well as better outcomes.

IV. Operations Structure: Mayors Initiative for Volunteerism and Community Engagement



Notes: Volunteer Recruitment would support the Human Services initiative. The Education project would address the challenge to increase the number and effectiveness of City School District Volunteers*. The Education project would be coordinated by the Center and would require that the City School District establish an internal office of volunteers, under contract to the Center. The Center would take the lead to pursue grant funding for volunteer recruitment, training, support and retention.

* City help recruit 1000 volunteers/year for 10 years.

V. Next Steps

- Submit report to Transition Committee
- If approved, begin:
 - to identify partner to serve as the home of the Center for Community Engagement
 - Partner must be willing to establish a center City presence.
 - Provide necessary infrastructure support, either directly or through a cooperative relationship with another organization.
 - to pursue the creation of a consortium of local foundations to provide “pump priming” support to the Center/MOVE initiative.
 - to develop database requirements and technology capacity and capability.
 - to the extent possible this should be a partnership/outsourcing effort.
 - the public libraries and Net Offices should allow access to the volunteer technology portal.

Appendix 1

Partial List of Potential Volunteer Leaders (Drawn from: Biracial Partnerships for Community Progress)

Ms. Cassandra Archie
Mr. Matthew Augustine
Mr. Kent Beckwith
Ms. Kate Bennett
Mr. Jay Birnbaum
Ms. Martha Bond
Mr. Joseph S. Brown
Mr. Robert Burns
Mr. Timothy Busch
Dr. Eric Caine
Mr. Alan Caine
Mr. William Clark
Ms. Susan Costa
Mr. Michael Doyle
Ms. Kim Dyce
Mr. George Ewing, Jr.
Mr. Larry Fine
Mr. R. Thomas Flynn
Mr. Tom Frey
Mr. Emerson Fullwood
Mr. Domingo Garcia
Dr. G. Thomas Halbrooks
Mr. Lawrence Hargrave
Dr. Robert W. Harrison III
Ms. Jean Howard
Dr. Larry Hudson
Mr. Peter Jemison
Mr. Bob Johnson
Mr. Mitchell Jones
Mr. Thomas Judson, Jr.
Mr. Arnold Klinsky
Sister Janet Korn
Mr. Matthew L. Kreiner
Mr. Andrew Langston
Mr. Kevin J. LeGrett
Ms. Jennifer Leonard
Sister Beth LeValley
Mr. Timothy R. McCormick
Dr. Cynthia McGill
Ms. Sandy Parker
Mr. Charles G. Perreaud
Mr. Arnie Rothschild
Mr. Mitchell Sawatis
Mr. Norm Silverstein
Dr. Albert Simone
Mr. Ken Spitzer
Mr. John "Dutch" Summers
Ms. Maryanna Towler
Ms. Kate Washington
Mr. Danny Wegman
Mr. Van White
Mr. Tesfamichael Yohannes

Appendix 2

Partial List of Potential Stewardship Council Members (Drawn from: Rochester 2010 – The Renaissance Stewardship Council Members)

Mary Burkhardt
William Carpenter
Frank Ciaccia
Delaine Cook-Greene
Susan Costa
Dr. Christopher Dahl
Marvin Docker
R. Thomas Flynn
Tom Frey
Glenn Gardner
James Gleason
Bernard Grizard
Edward Hall
Dan Hoffman
Kristen Hughes
Robert Hursh
Barbara Jones
Barbara Kelley
Arnold Klinsky
Jack Kinnicutt
Dr. John Laing
Moiria Lempere
Sarah Lentini
Jennifer Leonard
Sharon Lila
Ruby Lockhart
John Lovenheim
Greg Mason
William McDonald
Richard Mueller
James Norman
John Norris
Precious Nzime-Moses
Ronald Paprocki
Carolyn Portanova
Dr. Manuel Rivera
Nathan Robfogel
Marcia Tuohey
Eric VanDusan
Julio Vazquez
Sherry Walker-Cowart
Rev. Gordon Webster
David Woods
Heidi Zimmer-Meyer